

Table of Contents

ACKNOWLEDGEMENTS..... VII

TABLE OF CONTENTS..... IX

LIST OF FIGURESXIII

LIST OF TABLES XIV

LIST OF ABBREVIATIONS.....XV

1 INTRODUCTION 1

1.1 Governance of Information Systems Outsourcing Projects 1

1.2 Research Gaps 2

1.3 Research Questions 5

1.4 Overview of the Dissertation..... 8

**2 DISCOVERY OF INTERACTIONS BETWEEN CONTRACTUAL
AND RELATIONAL GOVERNANCE IN OUTSOURCING RELATION-
SHIPS..... 13**

Abstract 13

2.1 Introduction 14

2.2 Literature Analysis 15

2.2.1 Contractual and Relational Governance 15

**2.2.2 Complementarity and Substitution between Contractual and
Relational Governance..... 16**

2.3 Research Design 17

2.3.1 Methodology 17

2.3.2 Data Collection and Analysis..... 17

2.4 Results 19

2.4.1 Paths of Governance Interaction..... 19

2.4.2 Archetypical Interactions Between Contractual and Relational Governance 25

2.5 Discussion..... 31

2.5.1 Conclusion..... 31

2.5.2 Theoretical Implications 32

2.5.3 Limitations 34

3 AN EVOLUTIONARY VIEW ON THE INTERACTIONS BETWEEN CONTRACTUAL AND RELATIONAL GOVERNANCE IN OUT-SOURCING RELATIONSHIPS 35

Abstract 35

3.1 Introduction 36

3.2 Theoretical Background..... 39

3.2.1 Refined Framework of Governance Change..... 39

3.2.2 Punctuated Equilibrium Model 42

3.2.3 Biological Interactions 43

3.3 Research Method..... 47

3.3.1 Case Selection 47

3.3.2 Data Gathering 48

3.3.3 Data Analysis 50

3.4 Results 52

3.4.1 Case Description: PAYSLIP 52

3.4.2 Case Description: HIGHPOT..... 55

3.4.3 Case Description: CANDIDATE..... 58

3.4.4 Case Description: ALUMNI 63

3.4.5 Cross-Case Analysis 67

3.5	Discussion and Implications.....	71
3.5.1	Framework Enables “Micro-View” on Governance Change	71
3.5.2	Interaction Patterns between Governance Parameters.....	72
3.5.3	Hidden Inter-Connectedness of Equilibrium and Revolution	73
3.5.4	Implications for Practice	75
3.5.5	Limitations and Future Research	76
4	TOWARD A PROCESS VIEW ON COMPLEMENTARITY AND SUBSTITUTION OF CONTRACTUAL AND RELATIONAL GOVERNANCE IN OUTSOURCING RELATIONSHIPS	77
	Abstract	77
4.1	Introduction.....	78
4.2	Theoretical Background.....	81
4.2.1	Static Research on Complementarity and Substitution.....	81
4.2.2	Dynamics in the Formation of Complementarity and Substitution ...	81
4.2.3	Towards a Process Theory of Complementarity and Substitution	83
4.3	Research Method.....	85
4.3.1	Case Selection	86
4.3.2	Data Collection.....	87
4.3.3	Data Analysis	89
4.4	Case Descriptions and Results	93
4.4.1	PAYSLIP.....	93
4.4.2	CANDIDATE	95
4.4.3	HIGHPOT	98
4.4.4	ALUMNI.....	102
4.4.5	Cross-Case Analysis	104
4.5	Discussion.....	110
4.5.1	It Matters What is Complemented and Substituted	110

4.5.2	Complementarity and Substitution Change over Time.....	111
4.5.3	Complementarity and Substitution are Causally Connected	112
4.5.4	Avenues for Integrating Prior Contradictions.....	113
4.6	Limitations.....	114
5	CONTRACTUAL AND RELATIONAL GOVERNANCE IN OUTSOURCING RELATIONSHIPS – THE ROLE OF INFORMATION TECHNOLOGIES	117
	Abstract	117
5.1	Introduction.....	117
5.2	Theoretical Foundation	119
5.3	Research Method.....	122
5.4	Results	124
5.4.1	Effects of Tool Usage on Contractual Governance	124
5.4.2	Effects of Tool Usage on Relational Governance	125
5.5	Discussion and Contribution.....	129
5.6	Limitations and Research Outlook	130
6	CONCLUSION.....	133
6.1	Contributions to Research	134
6.2	Contributions to Practice	137
6.3	Summary.....	138
	REFERENCES	141
	APPENDIX TO CHAPTER 1.....	149
	APPENDIX TO CHAPTER 5.....	151
	APPENDIX TO CHAPTER 6.....	153